

Managing Your Manager

Pre-Load Screen:



Narrator: No audio.

Screen 2:



Narrator: Welcome! You are about to begin the course *Managing Your Manager*.

Select the "Navigation Tutorial" button to learn how to navigate throughout the course. Otherwise, select the "Next" button and we'll begin.

Screen 3:

Button	Function
	Allows you to navigate to a section in the course. To open the menu, select the arrows. To close the menu, select the arrows in the top right corner of the menu.
EXIT	Closes the course.
RESOURCES	Takes you to the course Resources page where you can download a PDF file of the resources presented in the course and a print-based version of the course.
CLOSED CAPTIONING	Enables the closed caption text.
	Shows how much of the course you have completed.
BACK	Takes you to the screen you previously viewed.
PAUSE	This button toggles between "Pause" and "Play" and will pause or play the audio and videos.
NEXT	Takes you to the next screen in the course.

Narrator: The menu button is in the top left corner of the screen. To open the menu, select the arrows. Within the menu you will see a list of each section in the course. To open a particular section, select the section title. The course will then advance to that section. To close the menu, select the arrows in the top right corner of the menu.

The rest of the navigation buttons are along the bottom of the screen. Take a moment to review the information in the table to learn the functionality of these buttons. When you are done, select the "Next" button to begin the course.

Screen 4:

INTRODUCTION

Play

Narrator: Has there been a time when, despite already having a full plate, you were assigned additional work responsibilities? Let's begin the course by watching a short video clip.

Select the “Play” button.

Video Script-

Setting: Ryan is working at his desk in a cubicle setting. Katarina, Ryan’s supervisor, approaches Ryan and they have a conversation.

Katarina: *(friendly)* Hi, Ryan. How’s it going today?

Ryan: *(looks up from his work; friendly)* Oh, hi.

Katarina: I just finished talking to Gary Anderson, the customer you met last week.

Ryan: *(nod his head)* Right. I remember Gary.

Katarina: Well, Gary’s team has asked us to build the intelligence packet for their review meeting next month.

Ryan: *(enthusiastic)* That’s great news!

Katarina: *(happy)* It’s a big win for us. I wanted to come tell you because I’d like you to lead the project.

Ryan: *(surprised)* Me?

Katarina: *(calmly)* Yes, Gary likes you, but more importantly, you’ve got the most expertise in the work Gary and his team is doing.

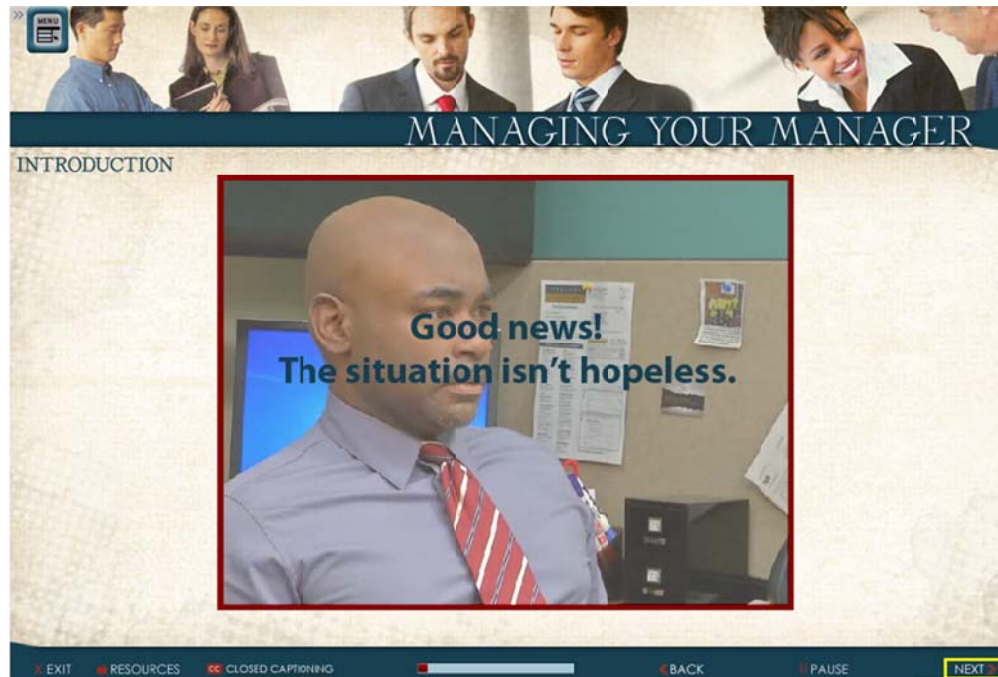
Ryan: *(panicked)* But, I can’t do it. Picking up this project will put me way behind on my other assignments and it doesn’t even factor into any of my performance objectives.

Katarina: *(suddenly angry, but not over the top)* You gotta stop thinking about just yourself. This is a big deal for our department and you’re the best one to do it. Case closed. You’ll need to make time. We’re meeting with Gary tomorrow at 2pm in my office to discuss the project details. I expect you to be there. *(Katarina storms out.)*

Ryan buries his face in his hands.

Video fades out.

Screen 5:



Narrator: It appears as if Ryan is in a rather difficult situation, doesn't it? You may have experienced a similarly challenging situation. The good news for Ryan, and you, is that situations like this aren't hopeless.

Screen 6:



Narrator: There are countless books and articles geared towards managers to help them manage their staff. Because of this, it's easy to think that managing is only a management responsibility. And yet, managing is as much an employee responsibility as it is a management one.

Screen 7:



MANAGING YOUR MANAGER

INTRODUCTION

"You see, we don't only manage those who work *for* us, but we also manage [the relationships] with those who work *with* us, our co-workers and our supervisor. We manage their moods, their expectations, their view of us."

Florance, I. (2008). *Managing upwards: How to get your boss on your side*. Retrieved on 9 February 2010 from the Thomas International website http://www.thomasinternational.net/Portals/2/PR_Marketing/Articles/Managing%20Upwards.pdf

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: "You see, we don't only manage those who work *for* us, but we also manage [the relationships] with those who work *with* us, our co-workers and our supervisor. We manage their moods, their expectations, their view of us" (Florance, 2008).

Screen 8:



MANAGING YOUR MANAGER

INTRODUCTION

How you manage your work relationships influences your job satisfaction and, quite often, what ends up on your to-do list.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: Quite often, how we manage these relationships influences our job satisfaction and what ends up on our to-do list.

Screen 9:



MANAGING YOUR MANAGER

INTRODUCTION

Course Purpose:

Provide you skills and tools to help you...

- 1) Increase job satisfaction.
- 2) Feel more confident and in control of your career.
- 3) Effectively manage your work relationships, particularly with your manager.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

This slide features a header with a collage of business professionals and the title 'MANAGING YOUR MANAGER'. Below the title is the word 'INTRODUCTION'. On the left, there are three small rectangular images: a man on a phone, two women at a computer, and a man and woman at a desk. On the right, the 'Course Purpose' is stated, followed by a list of three goals. At the bottom is a navigation bar with buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: As such, the purpose of this course is to help you increase your job satisfaction and feel more confident and in control of your career by helping you effectively manage your work relationships, particularly your relationship with your manager.

Screen 10:



MANAGING YOUR MANAGER

INTRODUCTION

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

This slide features the same header as Screen 9. Below the title 'MANAGING YOUR MANAGER' is the word 'INTRODUCTION'. In the center, there are five circular images, each depicting a different business interaction. Below each image is a numbered list item describing a proactive action. At the bottom is a navigation bar with buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: There are five proactive actions you can implement to help you be more effective in managing your manager.

Screen 11:



Screen 11 is a presentation slide titled "MANAGING YOUR MANAGER" with a subtitle "INTRODUCTION". At the top, there is a banner image showing a group of diverse business professionals. On the left, a circular inset image shows a man in a white shirt and tie sitting at a desk, talking on a mobile phone. To the right of this image, the text reads: "Managing up is the process of consciously working with your boss to obtain the best possible results for you, your boss and your organization." Below this text, there are three numbered points: 1. Focus on what you have the power to change. 2. Focus on what you have the power to change. 3. Sell your issues and present solutions rather than problems. At the bottom, a citation is provided: "Zuber, T.J., & James, E.H. (2001, June). Managing your boss. Family Practice Management. Retrieved on 9 February 2010 from the AAFP website <http://www.aafp.org/fpm/2001/0600/p33.html>". The slide has a dark blue background with a light blue navigation bar at the bottom containing buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: As you look at the five proactive actions, you may wonder if managing your manager is the equivalent of “brown-nosing” or “kissing-up”...quite the contrary. “Managing up is the process of consciously working with your boss to obtain the best possible results for you, your boss and your organization” (Zuber & James, 2001). This is the intent of the proactive actions.

Screen 12:

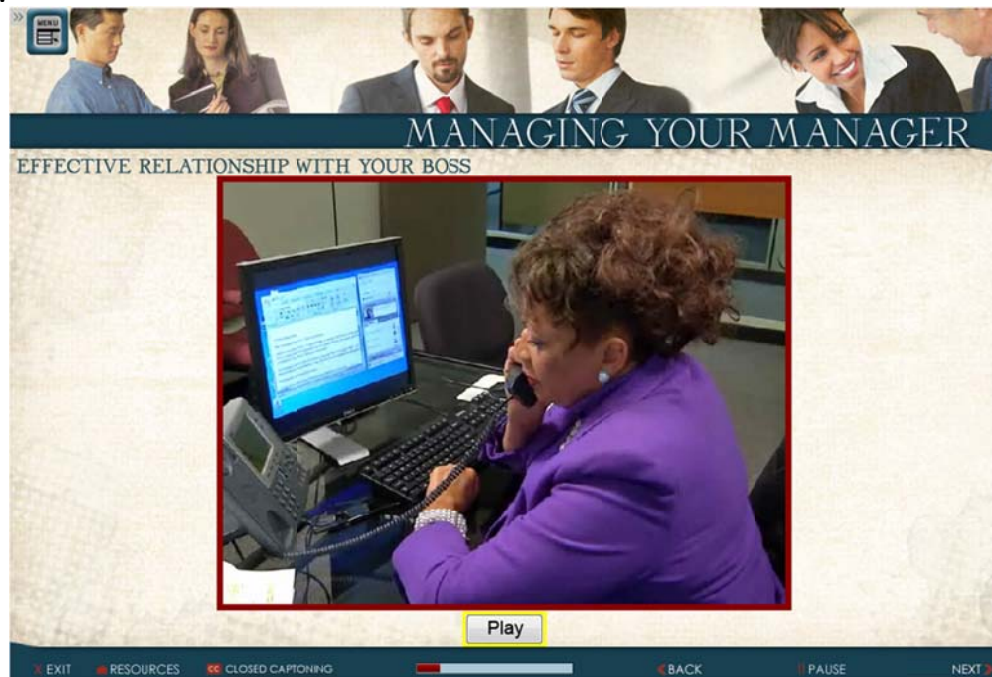


Screen 12 is a presentation slide titled "MANAGING YOUR MANAGER" with a subtitle "INTRODUCTION". It features five circular images, each representing a proactive action. Below each image is a numbered list item: 1. Develop an effective working relationship with your boss. 2. Seek clear input regarding expectations and priorities. 3. Keep your boss informed. 4. Sell your issues and present solutions rather than problems. 5. Focus on what you have the power to change. At the bottom, a red text prompt reads: "Select a photo to learn about the proactive action it represents." The slide has a light beige background with a dark blue navigation bar at the bottom containing buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: The photo above each proactive action is a link. When you select a photo you'll be taken to the section in the course that discusses the action you selected. You can access the actions in any order you choose.

Go ahead and select your first action now.

Screen 13:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Let's begin this chapter by watching a short video clip and determining if the employee in the video has an effective relationship with her boss. Select the "Play" button.

Video Script-

Setting: Katarina is working at her desk. The phone rings and we hear Katarina's side of the conversation. After Katarina hangs up the phone she proceeds to open a document on her computer. About this time an instant message window pops up on Katarina's computer monitor with a message from Juanita, one of Katarina's employees. Katarina and Juanita have a conversation via IM.

Katarina: *(phone rings)* Hello, this is Katarina *(listens to the other person)*. *(friendly)* Well, hello Jerri. What can I do for you? *(Listens.)* *(pleasant)* Sure. I can have the report to you within the hour. I want to make a few final edits and I'll send it over. *(Listens.)* You're certainly welcome. Talk to you later. *(Hangs up the phone and proceeds to open a document on her computer.)*

Juanita's message: "Hi Boss. What'd you think of the soccer game last night? Wow! What a comeback."

Katarina's reply: "Didn't get to watch. Too much going on. Need to work on a report that's due in an hour." Katarina closes the IM window.

A few seconds go by and Katarina is engrossed in her work on the report when another message from Juanita pops up.

Juanita's message: "That's too bad. Best game of the season. What report are you working on?"

Katarina shakes her head and closes the IM window. She resumes her work on the report. A few moments later another IM window pops up.

Juanita's message: "Where'd you go, Boss? Are you still there?"

Katarina sighs loudly and appears slightly frustrated.

Katarina's reply: "I'm here working on the report. Is there something I can help you with?"

Juanita's reply: "Oh not really. I was just wondering if you had anything you wanted me to work on today."

Katarina frowns and appears more frustrated.

Katarina's reply: "Did you look at the task list we created last week?"

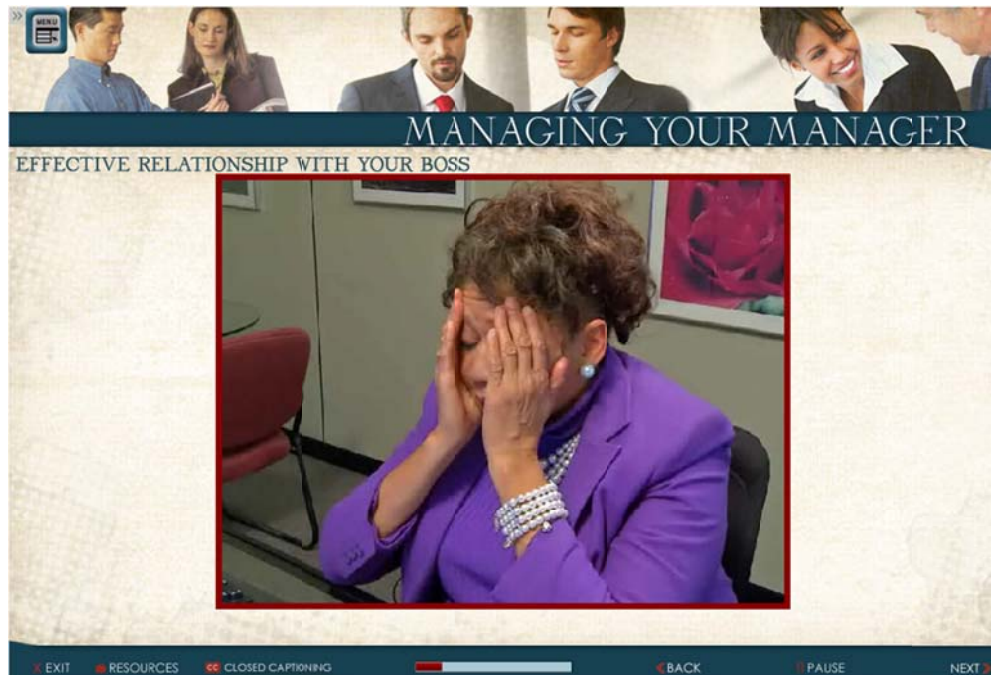
Juanita's reply: "Oh yeah, I forgot about that. I'll look at it right now."

Once again Katarina shakes her head and closes the IM window. A moment goes by and the IM window pops up again.

Juanita's message: "I meant to tell you thanks for helping me put together the task list. Even if I forget to look at it...lol. 😊"

At this point Katarina covers her face with her hands and shakes her head. The video fades out.

Screen 14:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: As you may have concluded from watching the video, Juanita's relationship with Katarina could use some work.

Screen 15:



The video player interface for Screen 15 features a header with a collage of five business professionals. Below the header, the title "MANAGING YOUR MANAGER" is displayed in a large, serif font, followed by the subtitle "EFFECTIVE RELATIONSHIP WITH YOUR BOSS" in a smaller, sans-serif font. The main content area has a light beige, textured background and contains the following text:

Proactive Action #1 - Four Ways You Can Develop an Effective Relationship with Your Boss:

- 1) Communicate in his/her preferred communication style.
- 2) Pay attention to his/her interests, goals, aspirations, strengths, and weaknesses.
- 3) Look for ways to make things easier for him/her.
- 4) Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed.

The bottom of the player shows a dark blue control bar with icons for EXIT, RESOURCES, CLOSED CAPTIONING, a progress bar, BACK, PAUSE, and NEXT.

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: In this chapter we are going to explore four ways you can develop, or further develop, an effective relationship with your boss.

Screen 16:



The video player interface for Screen 16 is identical to Screen 15, featuring the same header, title, subtitle, and main content area with the four ways to develop an effective relationship with your boss. The control bar at the bottom is also identical.

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: The first way is to communicate in your boss's preferred communication style. And why is this important you may wonder? Consider a case study.

Screen 17:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Jennifer, an employee, was extremely frustrated because her boss rarely answered her emails in a timely fashion and, as a result, she was having a hard time moving her projects forward.

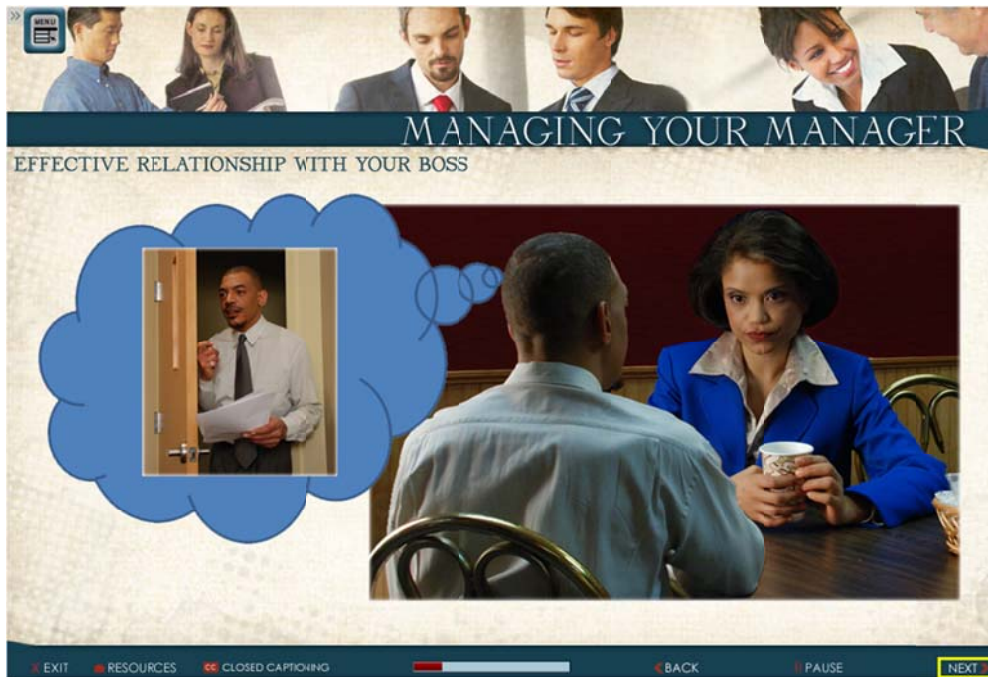
Screen 18:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: One day at lunch she expressed her frustration to Carlos, one of her co-workers, and was surprised when Carlos told her that all she needed to do was skip the email and stop by the boss's office.

Screen 19:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Carlos went on to explain that he too had learned the hard way that their boss prefers short, face-to-face meetings over email.

Now, this may not justify late responses to Jennifer's emails, but had Jennifer realized her boss's preferred method of communication she could have saved herself a lot of time and frustration.

Screen 20:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Think about your boss. Do you know his or her preferred communication style? If so, are you using it?

Screen 21:

MANAGING YOUR MANAGER
EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Pay attention to how your boss communicates with you.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: If you don't know your boss's preferred communication style, a good way to discover it is to pay attention to how your boss communicates with you. Does your boss primarily communicate with you via email?

Screen 22:

MANAGING YOUR MANAGER
EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Pay attention to how your boss communicates with you.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Phone?

Screen 23:

MANAGING YOUR MANAGER
EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Pay attention to how your boss communicates with you.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Or, do you have more face-to-face conversations?

Screen 24:

MANAGING YOUR MANAGER
EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Proactive Action #1 - Four Ways You Can Develop an Effective Relationship with Your Boss:

- 1) Communicate in his/her preferred communication style.
- 2) Pay attention to his/her interests, goals, aspirations, strengths, and weaknesses.
- 3) Look for ways to make things easier for him/her.
- 4) Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective working relationship with your boss

Narrator: A second way in which you can get to know your boss and build a more effective relationship is to pay attention to his or her interests, goals, aspirations, strengths, and weaknesses.

Screen 25:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: This doesn't mean you should start drilling your boss with questions. It's important that you are sincere in your desire to know more about your boss.

Screen 26:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Think back to interactions with your boss. What types of things has your boss shared with you or your team? What have you observed?

Screen 27:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Listen to how James, an employee, used knowledge of one of his boss's interests to build a better relationship. Select the "Play Audio Clip" button.

James: "...I once had a boss who was VERY scary but the moment I started talking about his football team he completely relaxed and enjoyed a little break from 'the grind'" (Cherkoff, 2007).

Screen 28:



Proactive Action 1- Develop an effective working relationship with your boss

Narrator: Have you stopped to consider how much your boss has on his or her plate? Sometimes it's easy to get caught up in our own responsibilities that we are not aware of the load others around us are

carrying.

Screen 29:

MANAGING YOUR MANAGER

EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Proactive Action #1 - Four Ways You Can Develop an Effective Relationship with Your Boss:

- 1) Communicate in his/her preferred communication style.
- 2) Pay attention to his/her interests, goals, aspirations, strengths, and weaknesses.
- 3) Look for ways to make things easier for him/her.
- 4) Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective relationship with your boss

Narrator: And yet, another powerful way you can know your boss and thereby build an effective working relationship is to observe how you can make things easier for him or her.

Screen 30:

MANAGING YOUR MANAGER

EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Tonya Ming Shonelle

Select each employee photo to hear how he/she made things easier for Katarina, his/her boss.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective relationship with your boss

Narrator: Let's look at how three employees made things easier for Katarina, their boss. Select each employee photo and Katarina will share what the employee did to help her. Select the "Next" button after you listen to the three audio clips.

Tonya's picture-

Katarina: "A few days ago, Tonya got a call from one of our customers who needed some information from me. I was not in the office so Tonya took a message. But she didn't stop there. When I came back to my office I found the message along with the customer's folder sitting on my desk. I appreciated Tonya's proactive insight to pull the folder. This made it easier for me to quickly get the information to our customer."

Ming's picture-

Katarina: "Last week Ming sent me an email with a link to a file that contained information for a project he knew I was leading. I hadn't seen the information and it ended up saving me a lot of time."

Shonelle's picture-

Katarina: "One thing I really appreciate about Shonelle is that whenever a problem comes up, she does her best to identify possible solutions before she seeks my input. Her ideas are helpful, and I feel like we come up with a better solution than we would have otherwise."

Screen 31:

MANAGING YOUR MANAGER
EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Proactive Action #1 - Four Ways You Can Develop an Effective Relationship with Your Boss:

- 1) Communicate in his/her preferred communication style.
- 2) Pay attention to his/her interests, goals, aspirations, strengths, and weaknesses.
- 3) Look for ways to make things easier for him/her.
- 4) Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective relationship with your boss

Narrator: Just as important as knowing your boss is to know yourself—your own strengths, weaknesses, goals, and ambitions. It's particularly important to "...pay attention to how you respond to being managed. For example, do you tend to be rebellious or overly compliant" (Zuber & James, 2001)? If you understand that, you will be better able to regulate how you respond and have more positive interactions.

Screen 32:



MANAGING YOUR MANAGER

EFFECTIVE RELATIONSHIP WITH YOUR BOSS

Proactive Action #1 - Four Ways You Can Develop an Effective Relationship with Your Boss:

- 1) Communicate in his/her preferred communication style.
- 2) Pay attention to his/her interests, goals, aspirations, strengths, and weaknesses.
- 3) Look for ways to make things easier for him/her.
- 4) Know your own strengths, weaknesses, goals, ambitions, and how you respond to being managed.



EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 1- Develop an effective relationship with your boss

Narrator: This brings us to the end of this chapter where we have discussed four ways you can develop an effective working relationship with your boss.

Screen 33:



MANAGING YOUR MANAGER

EFFECTIVE RELATIONSHIP WITH YOUR BOSS

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

Select another photo to learn about the proactive action it represents.
When you have reviewed all five actions, select "Next" to conclude the course.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: There are four additional proactive actions to help you manage your manager. Select another proactive action of your choice now.

Screen 34:



Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: Let's begin this chapter by seeing if you can relate to the employee in the video. Select the "Play" button.

Video Script-

Setting: Camie is working at her desk in a cubicle setting. Katarina, Camie's supervisor, approaches Camie and they have a conversation.

Katarina: Hi, Camie. Do you have a minute?

Camie: *(Camie looks up from her work)* Sure, what's up?

Katarina: Do you remember the report you did a couple of months ago for the Branch Chief? *(Camie nods her head, "Yes.")* Well, she needs another similar report and I'd like you to do it.

Camie: Okay. What's the report on this time?

Katarina: It's a little more complicated than the last one, but shouldn't be too bad. The Chief wants the report divided into four sections. In the first section she wants a summary of all the projects we completed last year. In the second section she wants a labor breakdown for the projects. In the third section she wants a material and equipment breakdown, and in the last section she wants to see customer comments and/or feedback for each project.

Camie appears to be listening by nodding her head while Katarina talks, but the following text appears in a thought bubble above her head: ...pick up the kids, drop off the dry cleaning, get cookies for the class party, make dinner...yikes, what to make for dinner....

Camie: *(automatic response, not really paying attention)* Sure. I got it. No problem. *(text in thought bubble: We could have spaghetti. No, we had that two nights ago, hmmm....)*

Katarina: All the data is available; it's just a matter of gathering and compiling. But, I can have Ruth help you if you need it.

Camie: *(casually)* Na, I should be fine. *(text in thought bubble: Maybe I should just pick up something when I get the cookies...then, I wouldn't have to cook and...)*

Katarina: Well, okay. If you feel like you can handle it I'll let you go to it. Just so we're on the same page, let's do a quick review. What information does the Branch Chief want in each section?

Camie: *(suddenly pulled from her thoughts about the evening's activities; she appears startled and caught off guard)* Sections?

Katarina: *(smiles as if she suspected Camie hadn't been paying attention)* Yes, the four sections we just talked about.

Camie: *(deer in the headlight look and stumbles over her words)* Right. Sections. Well, let's see. In section one she wants...hmmm. *(Camie looks embarrassed; she sheepishly responds)* Maybe we should review the four sections again and I'll take notes this time.

Katarina: *(chuckles and shakes her head softly)* Good idea. Okay, in section one the Chief wants....

Video fades out.

Screen 35:



Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: Similar to Camie in the video, have you caught yourself thinking about other things while your boss is talking to you?

Screen 36:



Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: Maybe you were paying attention and assumed you knew what your boss wanted only to find out the hard way that you were not on the same page?

Screen 37:



Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: An effective way to manage the relationship with your boss and avoid potential miscommunication is to seek clear input regarding his or her expectations and priorities.

Screen 38:

MANAGING YOUR MANAGER

SEEK CLEAR INPUT

Proactive Action #2 - How to Effectively Seek Input from Your Boss Regarding His/Her Expectations and Priorities:

- 1) Approach your boss based on his or her preferred communication method.
- 2) Ask clear, well thought-out questions.
- 3) Listen carefully to your boss's response.
- 4) Restate your boss's response in your own words and/or ask clarifying questions.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: There are four things you can do to effectively seek input from your boss regarding his/her expectations. They are:

1. Approach your boss based on his or her preferred communication method.
2. Ask clear, well thought-out questions.
3. Listen carefully to your boss's response.
4. Restate your boss's response in your own words and/or ask clarifying questions.

Screen 39:

MANAGING YOUR MANAGER

SEEK CLEAR INPUT

Proactive Action #2 - How to Effectively Seek Input from Your Boss Regarding His/Her Expectations and Priorities:

- 1) Approach your boss based on his or her preferred communication method.
- 2) Ask clear, well thought-out questions.
- 3) Listen carefully to your boss's response.
- 4) Restate your boss's response in your own words and/or ask clarifying questions.

Play

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: Let's watch how Ryan effectively seeks input from Katarina. In this video, Ryan would like guidance regarding what Katarina's priorities are in light of a recent organizational restructuring. Ryan knows Katarina prefers face-to-face meetings and thus, has stopped by her office. Select the "Play" button.

Video Script-

Setting: Ryan stops by Katarina's office.

Ryan: Hi, Katarina. Do you have a couple minutes?

Katarina: *(looks up from her work and smiles)* Sure. Come on in, Ryan. What's on your mind?

[End of segment 1- Narrator: Next, watch how Ryan asks a clear, thought-out question. Similar to Katarina, your boss has many demands on his or her time and will most likely appreciate the efforts you make to ensure your meeting is as productive as it can be.]

Ryan: *(confident and clear)* Well, in light of the recent organizational restructuring I wanted to see if your priorities for any of the projects I am working on have changed.

[End of segment 2- Narrator: Third, pay attention to how Ryan's body language conveys he is listening and engaged in the conversation.]

Katarina: *(thoughtful)* That's a good question and I appreciate you checking with me. The leadership team is still figuring out the details, but from what I understand we will keep the projects we have and pick up a couple new ones.

Ryan: *(thoughtful and concerned)* Hmmm...new projects. Do we have the capacity for more projects?

Katarina: *(smiles)* I understand and share your concern. I know everyone in our department is stretched thin and working hard to keep up with the projects we have. As for having the capacity for more projects, I won't be able to answer that question until I learn the scope of the new projects.

Ryan: Sure. I understand. *(smiles)* I guess we'll wait and see what's in store. *(Katarina nods her head and smiles in return.)*

[End of segment 3- Narrator: Finally, notice how Ryan conveys he is listening by demonstrating the active listening skills of restating what he heard and asking clarifying questions.]

Ryan: There's one more thing I've been wondering about. How will the new strategic direction affect my performance objectives for this year? Will it change the rating criteria?

Katarina: Again, good question. Performance objectives cannot be changed once we are less than ninety days away from the end of the rating cycle. We are within that ninety-day window.

Ryan: So, for this rating cycle the criteria for my objectives will remain as they are?

Katarina: Right. When we write your objectives for next year we will base the criteria on the new strategic direction.

Ryan: *(relieved)* Well, I am certainly glad to hear we don't have to come up with new performance objectives. *(smiles)*

Katarina: *(smiles)* Yes, I can appreciate why you'd be concerned. Until we hear more about the new projects we will continue on as usual.

Ryan: Sounds good. Thanks for meeting with me. *(gets up to leave)*

Katarina: Sure.

Video fades out.

Screen 40:



Proactive Action 2- Seek clear input regarding expectations and priorities

Narrator: Following the four steps we just saw Ryan demonstrate will not only help you better understand your boss's expectations and priorities, but will also serve to enhance the relationship in general.

Screen 41:



Screen 41 is titled "MANAGING YOUR MANAGER" and focuses on the "SEEK CLEAR INPUT" section. It features a header with a collage of business professionals. Below the header, five circular images illustrate different proactive actions. Each image is accompanied by a numbered list item. At the bottom, a red text box provides instructions on how to interact with the course. A navigation bar at the very bottom includes buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

MANAGING YOUR MANAGER

SEEK CLEAR INPUT

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

Select another photo to learn about the proactive action it represents.
When you have reviewed all five actions, select "Next" to conclude the course.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: There are four additional proactive actions to help you manage your manager. Select another proactive action of your choice now.

Screen 42:



Screen 42 is titled "MANAGING YOUR MANAGER" and focuses on the "KEEP YOUR BOSS INFORMED" section. It features a header with a collage of business professionals. Below the header, a large image shows a bottle of wine labeled "BAD NEWS" next to a glass of red wine and a cork. To the right of the image, a quote by Colin Powell is displayed. A navigation bar at the bottom includes buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PLAY, and NEXT.

MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

"Bad news isn't wine. It doesn't improve with age." - Colin Powell

EXIT RESOURCES CLOSED CAPTIONING BACK PLAY NEXT

Proactive Action 3- Keep your boss informed

Narrator: Colin Powell said, "Bad news isn't wine. It doesn't improve with age."

Screen 43:



Proactive Action 3- Keep your boss informed

Narrator: Granted, it would be nice if all we had were positive and exciting news to share with our boss, ...

Screen 44:



Proactive Action 3- Keep your boss informed

Narrator: ... but the reality is that sometimes things don't go as planned and the news that needs to be shared may be unpleasant or even downright bad. For instance, maybe the grand idea your boss came up with three months ago is wrecking havoc on your department. Or, maybe you are behind on an important project.

Screen 45:



Proactive Action 3- Keep your boss informed

Narrator: How you go about sharing information with your boss, be it good or bad information, can dramatically affect your relationship.

Screen 46:



Proactive Action 3- Keep your boss informed

Narrator: As such, in this chapter we are going to look at four effective ways you can keep your boss informed.

Screen 47:



MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Proactive Action #3 - How to Keep Your Boss Informed

1) Consider the urgency of the information.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: First, consider the urgency of the information. Even if the information is good, jumping out of your chair and running to your boss's office with every little bit of information is most likely going to be more of a detriment to your relationship with your boss than a help.

Screen 48:



MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Proactive Action #3 - How to Keep Your Boss Informed

1) Consider the urgency of the information.
2) Look for a convenient time to share the information.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: Next, look for a convenient time to share the information. Unless it is an emergency, approaching your boss the day before a big deadline is probably not going to be the best time for your boss to give you his or her focused attention. Rather, wait to schedule a time to meet with your boss until it appears it's a more convenient time for your boss to meet.

Screen 49:

MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Proactive Action #3 - How to Keep Your Boss Informed

- 1) Consider the urgency of the information.
- 2) Look for a convenient time to share the information.
- 3) Don't sit on the information. Have the courage to communicate early and often.

INFORMATION

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: Third, don't sit on information. Instead, have the courage to communicate early and often.

Screen 50:

MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

"Hmmm...had you told me about this sooner we could have...."

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: One employee learned this principle the hard way. Rather than tell her boss she was behind schedule due to equipment failures and wouldn't meet the project deadline, the employee waited to say anything until the day the project was due. When she finally did tell her boss, her boss told her that he wished she had said something earlier because most likely he could have negotiated a new due date and saved face with the customer.

Screen 51:



MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Your boss can't help you fix problems of which he or she is not aware.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: Granted, issues you may encounter may not always have an easy solution, but the main point to remember is that your boss can't help you fix problems of which he or she is not aware.

Screen 52:



MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Proactive Action #3 - How to Keep Your Boss Informed

- 1) Consider the urgency of the information.
- 2) Look for a convenient time to share the information.
- 3) Don't sit on the information. Have the courage to communicate early and often.
- 4) Master the delivery
 - a) Clearly state the facts; don't hem and haw.
 - b) Manage your emotions.
 - c) When appropriate, provide a possible solution

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: The final step is to master the delivery. Before you meet with your boss, do your homework by gathering the facts and identifying possible solutions. Next, practice the conversation. Taking time practice what you will say may sound like extra work, but doing so will help you feel more confident and help you manage your emotions.

Screen 53:

MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

Proactive Action #3 - How to Keep Your Boss Informed

- 1) Consider the urgency of the information.
- 2) Look for a convenient time to share the information.
- 3) Don't sit on the information. Have the courage to communicate early and often.
- 4) Master the delivery
 - a) Clearly state the facts; don't hem and haw.
 - b) Manage your emotions.
 - c) When appropriate, provide a possible solution

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 3- Keep your boss informed

Narrator: This brings us to the end of this chapter. Keeping your boss informed by having the courage to communicate early and often while sharing information tactfully and appropriately is a powerful way to help you manage an effective relationship with your boss.

Screen 54:

MANAGING YOUR MANAGER

KEEP YOUR BOSS INFORMED

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

Select another photo to learn about the proactive action it represents.
When you have reviewed all five actions, select "Next" to conclude the course.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: There are four additional proactive actions to help you manage your manager. Select another proactive action of your choice now.

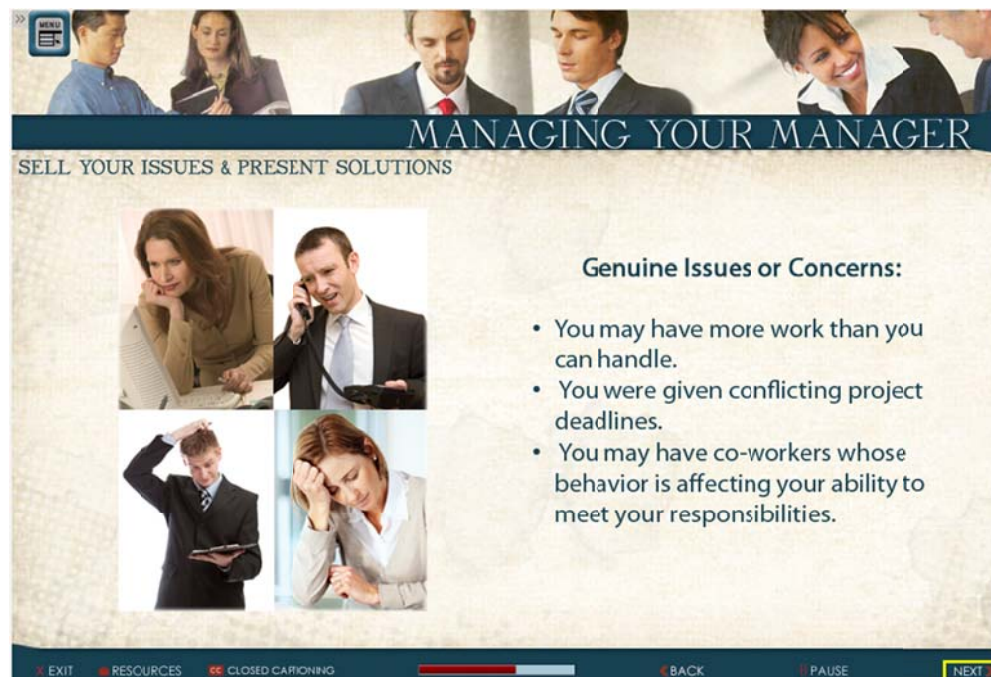
Screen 55:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Have you ever worked with an employee who no matter what you asked him or her to do you were told something along the lines of, "I can't do that", "I'm too busy", "That's never going to work", or "It's not my job to do that" ? Frustrating and irritating experience, isn't it?

Screen 56:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Now, undoubtedly there will be times in your career when a genuine issue or concern comes up that will affect your ability to carry out your responsibilities. For example, you may suddenly find you have more work than you can handle after a department reorganization, you may be given a project with conflicting deadlines, or you may have co-workers whose behavior is affecting your ability to meet

your responsibilities.

Screen 57:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: In the situations we just discussed, or other similar challenges, it's important to talk to your boss and find a mutually beneficial solution to the problem. The challenge, however, is to ensure your concern is seen as a legitimate one and not just a complaint session.

Screen 58:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Let's look at three positive ways you can address a concern with your boss. First, don't assume your boss is immediately going to understand your concern or share your viewpoint. Rather, present your concern in a way that makes it easy for your boss to understand your concern by

“bundling” and “framing” it.

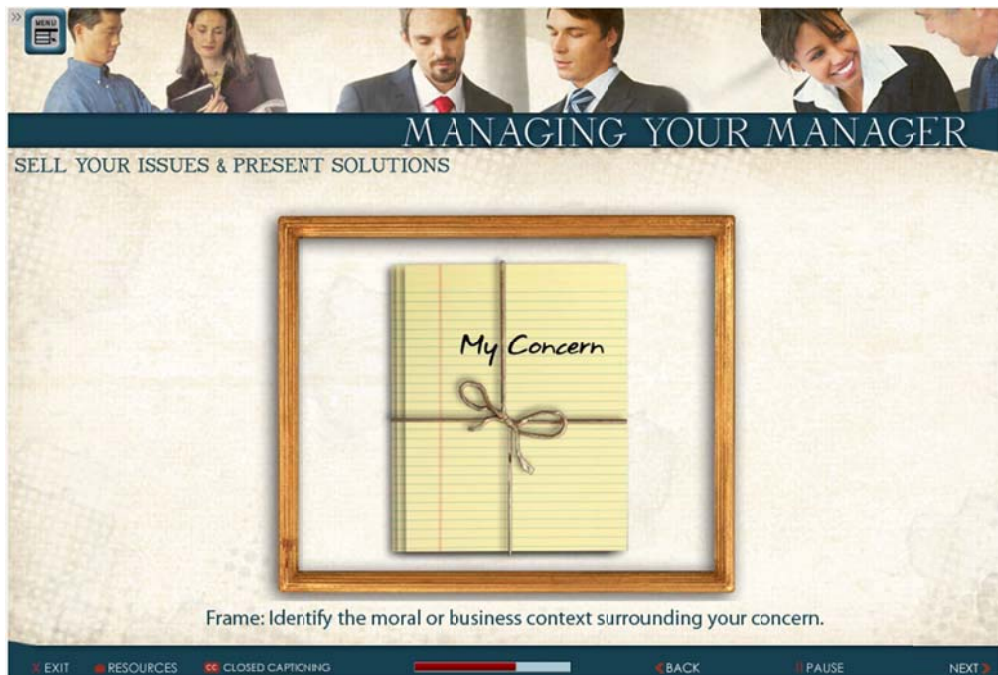
Screen 59:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: When you “bundle” your concern, you connect it to another important issue your organization may be experiencing. (Note: While not visible in the still image on the screen, the papers under the one labeled “My Concern” say “Organization Issue.” This image is the end state of a Flash animation. When the animation plays, the learner sees three separate sheets of paper that get bundled together.)

Screen 60:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: When you “frame” your concern you identify the moral or business context surrounding it

(Zuber & James, 2001).

Screen 61:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Select the “Play” button to watch how Ryan bundles and frames his concern when presenting it to Katarina, his boss.

Video Script-

Setting: Ryan stops by Katarina’s office.

Ryan: (*sincere*) Thanks for taking a few minutes to meet with me, Katarina.

Katarina: (*friendly*) Sure. How can I help you?

Ryan: (*serious, but pleasant*) Well, I have a concern regarding the memo the Branch Chief sent last week. The one where she re-emphasized her priority for delivering top-notch products and services.

Katarina: Right. The Chief wants everyone to know that despite the reorganization our commitment to quality products has not changed. But, you said you had a concern. What is bothering you?

Ryan: (*concerned*) I’m not bothered. I’m worried.

Katarina: (*concerned*) About what?

Ryan: (*confident, but respectful*) Since the reorganization, I have picked up two additional projects. The customers for these projects have both requested weekly status meetings and reports. Between preparing for the meetings, attending the meetings, and writing the reports I am spending anywhere from a day to a day and a half on these tasks alone. This does not include the time I spend actually working on the projects. As a result, the amount of time I have to spend on my previous project is left to one or two days a week. I’ve had to stay late several times this week.

It's not my intent to complain about the work. I know we all have a lot on our plate right now and I certainly want to pull my fair share. However, I am concerned that the time I have available for my old project will not be adequate to do the job right and produce the top-notch product the Chief wants us to deliver and our customer is used to receiving. It was my understanding that my old project carried more weight than the new ones in terms of priority, but I wanted to check with you and see if anything has changed and how you'd like me to use my time.

Katarina: (*surprised and grateful*) Wow. I'm certainly glad you brought this to my attention. I had no idea the new projects were taking so much time. I was unaware of the request for status meetings and reports. While the new projects are important, your old one is by far the priority. We've nursed our relationship with that customer too long and worked too hard to lose any ground with sub-par products. We need to readjust your new project load so you can devote more time to your old project.

Ryan: (*relieved*) That would really help.

Katarina: (*smiles*) Let's do this....

Video fades out.

Screen 62:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Did you notice how Ryan bundled and framed his concern in a way that made it easy for Katarina to understand not only the challenge Ryan was facing, but the impact it may have on the organization?

Screen 63:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

Proactive Action #4 - How to Sell Your Issues and Present Solutions Rather Than Problems:

- 1) "Bundle" and "frame" your concern.
- 2) Gain clarity on task priorities.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: The second way in which you can effectively address a concern with your boss is to gain clarity on task priorities. Recall back to the video at the beginning of this course when Katarina gave Ryan an assignment that he felt conflicted with his performance objectives. The situation didn't end on a positive note.

Screen 64:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

Proactive Action #4 - How to Sell Your Issues and Present Solutions Rather Than Problems:

- 1) "Bundle" and "frame" your concern.
- 2) Gain clarity on task priorities.

Play

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Let's observe the situation again, but this time Ryan will demonstrate one way to gain clarity on task priorities. Select the "Play" button.

Video Script-

Setting: Ryan is working at his desk in a cubicle setting. Katarina, Ryan's supervisor, approaches Ryan and they have a conversation.

Katarina: *(friendly)* Hi, Ryan. How's it going today?

Ryan: *(looks up from his work; friendly)* Oh, hi.

Katarina: I just finished talking to Gary Anderson, the customer you met last week.

Ryan: *(nod his head)* Right. I remember Gary.

Katarina: Well, Gary's team has asked us to build the intelligence packet for their review meeting next month.

Ryan: *(enthusiastic)* That's great news!

Katarina: *(happy)* It's a big win for us. I wanted to come tell you because I'd like you to lead the project.

Ryan: *(surprised)* Me?

Katarina: *(calmly)* Yes, Gary likes you, but more importantly, you've got the most expertise in the work Gary and his team is doing.

Ryan: *(respectful)* Well, I'd be happy to lead the project, but I've got two additional intelligence packets that are also due next month for my current project. Which of these projects takes priority?

Katarina: *(sighs)* Oh, right. I forgot the other packets were due at the same time. If I pulled in a couple of people to do the bulk of the work on Gary's packet would you be able to oversee their efforts?

Ryan: *(calmly)* Yes, that would work.

Katarina: *(relieved and appreciative)* Excellent. I appreciate your help. I'll get the team set up and then we'll arrange a time to meet to discuss next steps.

Ryan: Sounds good.

Video fades out.

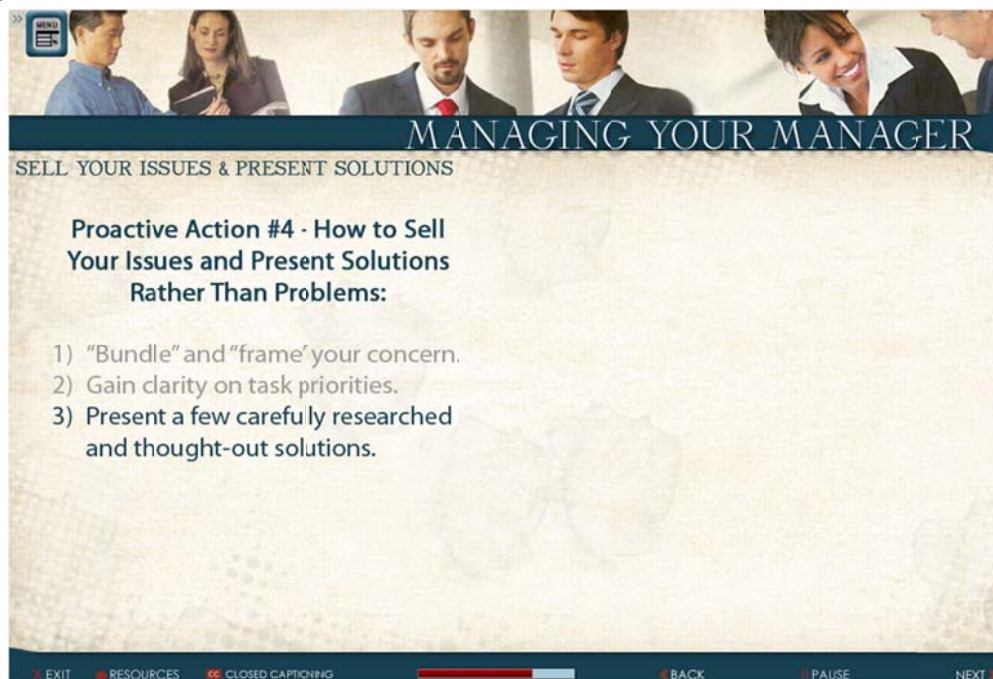
Screen 65:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Did you notice that the outcome of the situation was more positive when Ryan worked with his boss to clarify his task priorities?

Screen 66:



Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: The third way in which you can effectively address a concern with your boss is to present a few carefully researched and thought-out solutions.

Screen 67:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

Proactive Action #4 - How to Sell Your Issues and Present Solutions Rather Than Problems:

- 1) "Bundle" and "frame" your concern.
- 2) Gain clarity on task priorities.
- 3) Present a few carefully researched and thought-out solutions.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: Rather than just dump your concern in your boss's lap, come prepared to the meeting with some possible solutions.

Screen 68:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

"I'm working on the Gates project and wondered if you had any ideas on how to solve...."

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: This is where you get to be a self-researcher. For instance, talk to people in your department to find out if there is someone who has expertise in the problem area and from whom you could get some ideas.

Screen 69:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

"This data is helpful. Thanks. I found a couple reports and books that had great information on..."

The initiative you take to come up with possible solutions will show you are willing to be an active participant in the solution.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: You may need to consult reports, scholarly journals or books. Even if the solutions you propose do not work for one reason or another, the initiative you take to come up with possible solutions will show you are willing to be an active participant in the solution, and not just a drain on your boss's time and resources.

Screen 70:

MANAGING YOUR MANAGER

SELL YOUR ISSUES & PRESENT SOLUTIONS

Proactive Action #4 - How to Sell Your Issues and Present Solutions Rather Than Problems:

- 1) "Bundle" and "frame" your concern.
- 2) Gain clarity on task priorities.
- 3) Present a few carefully researched and thought-out solutions.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 4- Sell your issues and present solutions rather than problems

Narrator: This brings us to the end of this chapter. In this chapter you've learned three effective ways you can address a concern with your boss.

Screen 71:

MANAGING YOUR MANAGER
SELL YOUR ISSUES & PRESENT SOLUTIONS

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

Select: another photo to learn about the proactive action it represents.
When you have reviewed all five actions, select "Next" to conclude the course.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: There are four additional proactive actions to help you manage your manager. Select another proactive action of your choice now.

Screen 72:

MANAGING YOUR MANAGER
FOCUS ON WHAT YOU CAN CHANGE

Guadalupe Fineas Gretchen

Select each person's photo to hear what he or she thinks about the upcoming department reorganization.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 5- Focus on what you have the power to change

Narrator: We'll start this chapter by looking at a brief scenario.

Guadalupe, Fineas, and Gretchen recently learned their department will be reorganized at the beginning of the next quarter. As a result they will be moved to a new building and will be working for a new supervisor. Select each person's photo to hear what he or she thinks about the change.

Screen 73:



Screen 73 is a video player interface for a presentation titled "MANAGING YOUR MANAGER". The subtitle is "FOCUS ON WHAT YOU CAN CHANGE". The main content area features three portraits of individuals: a woman with dark hair and arms crossed, a man with a beard and tie, and a woman with blonde hair and glasses. To the right of these portraits, the text reads: "SAME SITUATION.", "DIFFERENT REACTIONS.", and "WHY?". The video player controls at the bottom include buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT. A progress bar is also visible.

Proactive Action 5- Focus on what you have the power to change

Narrator: What's interesting about this scenario is that the circumstance, the department reorganization, is the same for all three individuals. And yet, the way each person is reacting to the news is very different. Why is that? Let's explore this question for a moment.

Screen 74:



Screen 74 is a video player interface for a presentation titled "MANAGING YOUR MANAGER". The subtitle is "FOCUS ON WHAT YOU CAN CHANGE". The main content area features four small images: a man pointing at a whiteboard, a damaged car fender, hands unwrapping a gift, and a group of people standing under umbrellas. To the right of these images, the text reads: "The only meaning circumstances have is the meaning we attach to them." The video player controls at the bottom include buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT. A progress bar is also visible.

Proactive Action 5- Focus on what you have the power to change

Narrator: Circumstances, be they a department reorganization, a surprise gift from a friend, a rainy day, a fender bender, and so forth are just that, circumstances. And more clearly, circumstances devoid of meaning. The only meaning circumstances have is the meaning we attach to them.

Screen 75:



Proactive Action 5- Focus on what you have the power to change

Narrator: For instance, you may like to ski and be happy it is snowing while someone else whose vacation was canceled due to the snow may feel disappointed.

Screen 76:



Proactive Action 5- Focus on what you have the power to change

Narrator: Have you ever heard someone say, “The traffic jam made me so angry”? It’s common to hear statements like this, but in reality can a traffic jam really “make” a person angry? Of course not. A traffic jam is a circumstance. It is neither good nor bad.

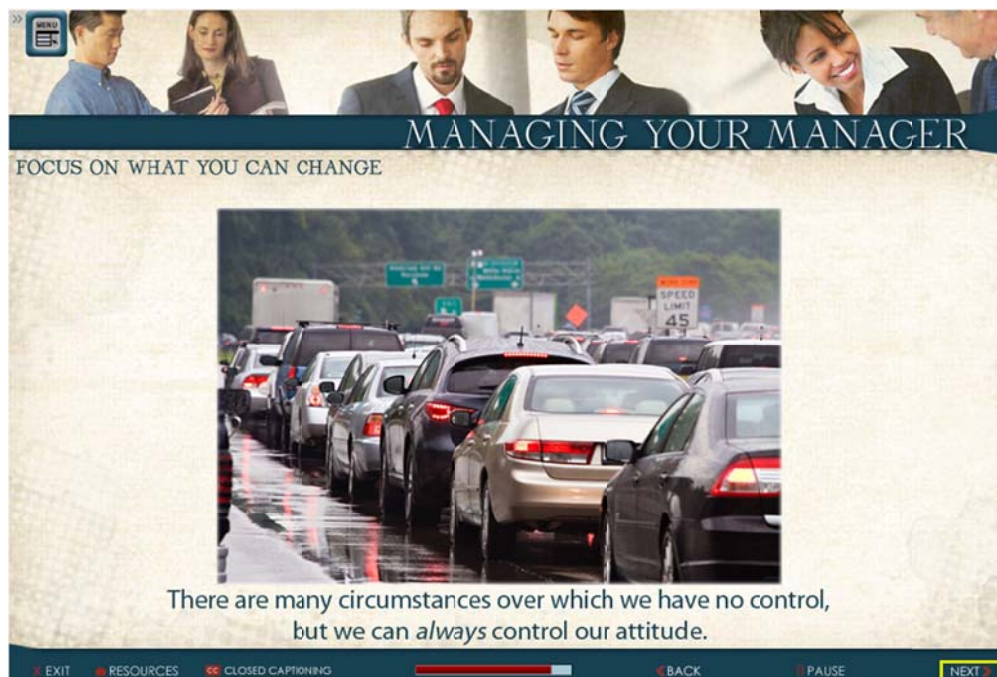
Screen 77:



Proactive Action 5- Focus on what you have the power to change

Narrator: The person getting angry as a result of the traffic jam is his or her personal reaction to the circumstance. Another person may have a completely different experience.

Screen 78:



Proactive Action 5- Focus on what you have the power to change

Narrator: A traffic jam is a circumstance over which we have no control. But, we can control our attitude toward the circumstance.

Screen 79:



Proactive Action 5- Focus on what you have the power to change

Narrator: So, what does all of this have to do with managing your manager? Well, the reality is that not every boss is a good boss and at some point in your career you will most likely have a boss whose personality is very different from your own.

Screen 80:



Proactive Action 5- Focus on what you have the power to change

Narrator: Similar to a traffic jam, you can't control your boss, but you can control your attitude toward your boss and the situation. "And, to a large extent, managing up is simply that: having the right attitude" (Zuber and James, 2001).

Screen 81:

MANAGING YOUR MANAGER

FOCUS ON WHAT YOU CAN CHANGE

Even though you can't control your boss, you can most certainly influence the situation or the relationship for the better.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 5- Focus on what you have the power to change

Narrator: Do you want to know a little secret? Even though you can't control your boss, you can most certainly influence the situation or the relationship for the better.

Screen 82:

MANAGING YOUR MANAGER

FOCUS ON WHAT YOU CAN CHANGE

Universal Law of Causal Effect

If he changes his behavior and/or attitude...

...she must also change, or vice versa.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 5- Focus on what you have the power to change

Narrator: There is a universal law of causal effect that when one person in a relationship changes his or her behavior or attitude, the behavior and/or attitude of the other person must also change.

Screen 83:



Proactive Action 5- Focus on what you have the power to change

Narrator: An example of causal effect is the classic case of the neat-freak and the sloppy employee sharing an office space.

Screen 84:



Proactive Action 5- Focus on what you have the power to change

Narrator: The neat-freak employee complains that her co-worker is unprofessional and unorganized and the sloppy employee complains that her co-worker is always nagging her. Both feel that the other is one that needs to change.

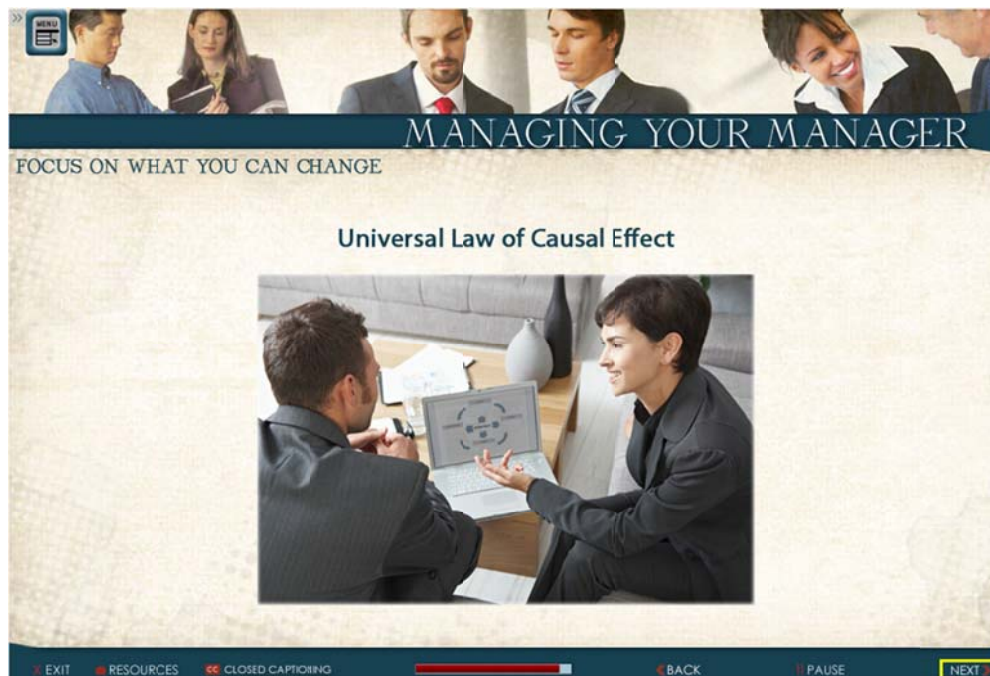
Screen 85:



Proactive Action 5- Focus on what you have the power to change

Narrator: However, if either one will change her own behavior, it has been consistently observed that the other will also most likely change – if the sloppy employee straightens her side of the space a bit, the neat-freak employee may back off, and/or if the neat-freak employee makes fewer or less frequent demands, the sloppy employee may start cleaning up a bit.

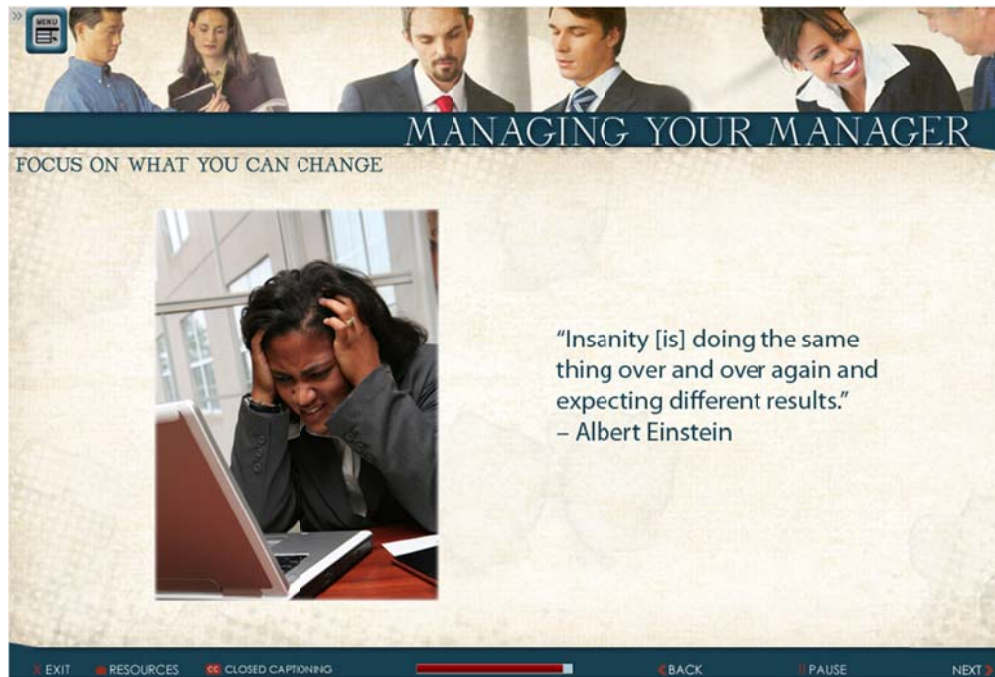
Screen 86:



Proactive Action 5- Focus on what you have the power to change

Narrator: The universal law of causal effect applies to all relationships, including supervisor-employee relationships. If you change your behavior toward your boss, most likely your boss's behavior will also change.

Screen 87:



MANAGING YOUR MANAGER

FOCUS ON WHAT YOU CAN CHANGE

"Insanity [is] doing the same thing over and over again and expecting different results."
– Albert Einstein

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 5- Focus on what you have the power to change

Narrator: Keep in mind what Albert Einstein said: "Insanity [is] doing the same thing over and over again and expecting different results."

Screen 88:



MANAGING YOUR MANAGER

FOCUS ON WHAT YOU CAN CHANGE

If it's not the change you want, try something different.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Proactive Action 5- Focus on what you have the power to change

Narrator: If you implement the principles described in this course that you were not using before, most likely your boss's behavior will change. If it doesn't change the way you want it to, try something different.

Screen 89:

Screen 89 features a header with a collage of business professionals and the title "MANAGING YOUR MANAGER". Below the title is the subtitle "FOCUS ON WHAT YOU CAN CHANGE". The main content area is divided into two sections. On the left, there is a photograph of two men in business suits; one is holding a clipboard and pointing at it, while the other is looking on. On the right, the text reads: "Bottom Line: You can't control another person, but you can control yourself, and, as a result of the changes you make, change the relationship." At the bottom of the screen is a navigation bar with buttons for "EXIT", "RESOURCES", "CLOSED CAPTIONING", "BACK", "PAUSE", and "NEXT".

Proactive Action 5- Focus on what you have the power to change

Narrator: The bottom line to remember is that while you can't control another person, you can control yourself and, as a result of the changes you make, change the relationship.

Screen 90:

Screen 90 features the same header and title as Screen 89. The subtitle "FOCUS ON WHAT YOU CAN CHANGE" is present. The main content area is divided into two sections. On the left, the text reads: "Focus on what you have the power to change, your attitude." On the right, there are two photographs. The top photograph shows a man in a suit gesturing with his hand while talking to a woman. The bottom photograph shows a man and a woman sitting at a desk, looking at a document together. At the bottom of the screen is a navigation bar with buttons for "EXIT", "RESOURCES", "CLOSED CAPTIONING", "BACK", "PAUSE", and "NEXT".

Proactive Action 5- Focus on what you have the power to change

Narrator: And with that we are at the end of this chapter. In this chapter we've talked about how you can change the relationship with your boss by focusing on what you have the power to change, your attitude.

Screen 91:



Screen 91 is titled "MANAGING YOUR MANAGER" with the subtitle "FOCUS ON WHAT YOU CAN CHANGE". It features a header image of five business professionals. Below the header, there are five circular images, each representing a proactive action. The actions are listed as follows:

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change..

Below the list, a red text box states: "Select another photo to learn about the proactive action it represents. When you have reviewed all five actions, select 'Next' to conclude the course." At the bottom, there is a navigation bar with buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: There are four additional proactive actions to help you manage your manager. Select another proactive action of your choice now. When you have reviewed all five actions, select "Next" to conclude the course.

Screen 92:



Screen 92 is titled "MANAGING YOUR MANAGER" with the subtitle "CONCLUSION". It features the same header image of five business professionals. Below the header, there are five circular images, each representing a proactive action. The actions are listed as follows:

1. Develop an effective working relationship with your boss.
2. Seek clear input regarding expectations and priorities.
3. Keep your boss informed.
4. Sell your issues and present solutions rather than problems.
5. Focus on what you have the power to change.

Below the list, a text box states: "Use the five proactive actions to help you be more effective in managing your manager." At the bottom, there is a navigation bar with buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

Narrator: (Conclusion) In this course we have talked about five proactive actions you can implement to help you be more effective in managing those with whom you work, particularly your manager.

Screen 93:



Screen 93 is titled "MANAGING YOUR MANAGER" and is labeled "CONCLUSION". It features a collage of four business-related images: a man on a phone, a woman at a computer, a man and woman in a meeting, and a man and woman in a discussion. The "Course Summary" section lists three proactive actions: 1) Increase job satisfaction, 2) Feel more confident and in control of your career, and 3) Effectively manage your work relationships, particularly with your manager. A red text prompt at the bottom states: "For a list of course references, or to print a paper-based copy of the course, select the 'Resources' button." The bottom navigation bar includes buttons for EXIT, RESOURCES, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

CONCLUSION

Course Summary:

Use the five proactive actions to help you...

- 1) Increase job satisfaction.
- 2) Feel more confident and in control of your career.
- 3) Effectively manage your work relationships, particularly with your manager.

For a list of course references, or to print a paper-based copy of the course, select the "Resources" button.

EXIT RESOURCES CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: The hope is that the videos and skills we have talked about today have given you some ideas on how you can improve your relationship with your manager, and thereby improve your job satisfaction and feel more confident and in control of your career. For a list of course references, or to print a paper-based copy of the course, select the "Resources" button along the bottom of the screen. Best of success to you!

Resources:



Screen 93 is titled "MANAGING YOUR MANAGER" and is labeled "RESOURCES". It features a collage of four business-related images: a man and woman in a meeting, a man and woman in a discussion, a man and woman in a meeting, and a man and woman in a discussion. The "Resources" section lists four buttons: Print Course Slides, Course References, Performance Management Training, and Takeaways. A red text prompt at the bottom states: "Select each button to download the corresponding resource." The bottom navigation bar includes buttons for EXIT, CLOSED CAPTIONING, BACK, PAUSE, and NEXT.

RESOURCES

Print Course Slides

Course References

Performance Management Training

Takeaways

Select each button to download the corresponding resource.

EXIT CLOSED CAPTIONING BACK PAUSE NEXT

Narrator: If you'd like a paper-based version of the course for reference, select the "Print Course Slides" button. Select the "Course References" button to download a list of references used in the course. Finally, for additional information on performance management, such as how to write an effective self-report of accomplishments, select the "Performance Management Training" button to download a list of training materials and instructions on how you can access them.